GUIDANCE NARRATIVE

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All applicants should read the entire Guidance Narrative prior to completing the grant application. This document helps to explain the elements applicants must address in the Application Instructions.

Part One: Overview of AmeriCorps

Part Two: AmeriCorps Program Design, Guidelines and Requirements

Part One: An Overview

I.   The Granting Agencies

The Governor's Commission on Community Service was established by Executive Order in 1993 for the purpose of supporting national service programs in Colorado and to foster the ethic of service and volunteerism throughout the state. The Commission's mission is to serve as a catalyst for the promotion and expansion of community service and volunteerism to all Colorado residents as an effective means to address civic and social issues and improve the overall well-being of communities around the state, particularly in the areas of mentoring and literacy.

The Commission is comprised of fifteen citizens who are appointed by the Governor for three-year terms. The Commission is dedicated to broadening Coloradans' understanding of service and volunteerism as a way of providing expertise, skill, hands-on assistance, talent and time. In particular, the Commission lends support and assistance to community and faith based organizations, the network of volunteer centers throughout Colorado, and to organizations (non-profits, school districts, divisions of local government, and collaboratives) in communities seeking assistance. The Commission facilitates partnerships among these sectors, and with government, philanthropic and business interests. The Governor's Commission on Community Service serves as the liaison to the Corporation for National and Community Service (CNCS), a federal agency, to ensure that Colorado receives funding under the National and Community Service Act of 1990, as amended.

The Corporation for National and Community Service (CNCS), a federal agency, was established in 1993 to engage Americans of all ages and backgrounds in results-driven, community-based service. It supports a range of national and community service programs, providing opportunities for participants to serve full-time and part-time, with or without pay, as individuals or as a part of a team. AmeriCorps engages thousands of young Americans on a full or part-time basis to help communities address their toughest challenges while earning support for college, graduate school or job training. Learn and Serve America integrates service into the academic life of over 800,000 students in all fifty states. The National Senior Corps utilizes the skills, talents, and experiences of nearly 500,000 older Americans to help make communities stronger, safer, healthier and smarter.

II.   The AmeriCorps Programs

AmeriCorps, "the domestic Peace Corps", is a national service program that engages Americans of all ages and backgrounds in team based, results-driven service in the five priority areas of education, public safety, environment, homeland security, or other human needs. Programs serving children and youth are a priority that cuts across all national service programs and activities. AmeriCorps programs provide full and part-time opportunities for participants, called members, to provide service to their communities through community organizations and agencies. In exchange for their service, AmeriCorps members receive a living allowance and an education award for post-secondary education expenses upon completion of their term of service. AmeriCorps joins a long tradition of programs encouraging and rewarding service – programs like the Civilian Conservation Corps, the Montgomery GI Bill and the Peace Corps. The commitment to service builds on our nation's long and honorable commitment to assisting individuals, families, and communities who either have not fully shared in America's prosperity or have short-term needs created by changes in life circumstances. Paired with a process of civic reflection, service also reconnects those who serve with basic American ideals such as freedom, liberty, and respect for diversity; helps to bridge ethnic, racial, religious, and economic divides; and strengthens our understanding of the responsibilities of American citizenship.

Over 400,000 people have served in AmeriCorps since the program was founded. In Colorado, the Commission has funded thirty (30) different AmeriCorps programs across the state. Each program has engaged members in a wide range of services and activities in their communities, but they all have shared a specific mission of meeting identified community needs through direct service, strengthening communities, and developing the AmeriCorps members who serve in the many programs throughout the state and nation.

III.   Application Submission and Selection Process

To obtain or submit your application, please visit www.americorps.gov/egrants to access eGrants. Application instructions are available in this application and at www.americorps.gov/for_organizations/funding . Technical

assistance can also be obtained by contacting the Colorado Commission. All applications are to be submitted using eGrants, the Corporation's integrated, secure, web-based system.

Complete applications must be *received* by the Governor's Commission on Community Service **by 5:00 p.m. on January 4, 2006** via eGrants.

In addition to completing an online application, applicants must submit, in hard copy, all attachments specified in this guidance. Please include a copy of the 424 Facesheet with your attachments for identification purposes. Submit required attachments to: Governor's Commission on Community Service, 1059 Alton Way, Suite 253, Denver, Colorado, 80230.

Tips for the eGrants application process:
- Prepare and save your application as a word processing document prior to inputting it into eGrants, then copy and paste the document into eGrants.
- We strongly encourage you to create your eGrants account and begin your application at least three weeks prior to the final submission deadline and begin pasting your application into eGrants no later than 24 hours before the deadline.
- If you encounter technical difficulties using eGrants, contact the eGrants Help Desk at 888-677-7849 or 202-606-7506 or by email at egrantshelp@cns.gov .
- Use only uppercase letters for all section headings and other information you would like to highlight in your narrative. Bold face, bullets, underlines, or other types of formatting, charts, diagrams, and tables will not copy into eGrants. Do not use any of these in your application.
- Adhere to all the character limits indicated in the application instructions. Characters include all the letters, punctuation, and spaces in your document. Your word processing software can provide a character count.

Paper Applications: In the event that you are unable to submit in eGrants, you may submit a paper application to the Governor's Commission on Community Service, following these instructions:
- Notify the Governor's Commission on Community Service that you will be submitting a paper application.
- Type and double-space the application in Times New Roman, 12-point font size with one-inch margins.
- Adhere to the character limits listed in the application instructions and number the pages.
- Submit one unbound, single-sided original paper application. Faxed or emailed versions of your application will not be accepted.
- With your paper application, please include, in hard copy, a brief paragraph which describes the technical issues that prevented you from submitting in eGrants.
- The same deadline applies for paper applications.

Failure to follow the requirements outlined in these application instructions will disqualify the applicant from consideration. In addition, applications may be disqualified from consideration if other examples of noncompliance issues exist in the submitted application.

Proposals will be reviewed by a diverse group of representatives from service and volunteerism organizations across Colorado as well as members of the Governor's Commission on Community Service. This group will recommend finalists to the full Commission for approval, and then will be forwarded to the Corporation for National and Community Service for final approval. The Commission will formally advise each applicant of the final decision to award or deny a grant via letter to the applicant. A letter announcing the decision to provide program funding is not a formal obligation of funds by the State, but rather an offer to enter into a grant contract for the project specified in the application.

IV.   Availability of Funds
Programs applying for funding through the Program Operating Grant option that are selected will be funded through Colorado's population-based formula allotment or through the nationally competitive pool. For the 2006-2007 program year, the Commission anticipates about $1.5 million is available for new and currently funded AmeriCorps programs in Colorado through the **formula** based allotment. In addition, $43 million in program

funds will be available to states on a **competitive basis** for new and existing programs. Funds are available for a September 2006 program start date.

Programs applying for funding through the Education Award Only Grant option that are selected will be funded through the nationally competitive education award only pool of funding. $1 million in program funds will be available nationally through the Education Award Only program. Funds are available for a September 2006 program start date.

V.   Eligible Applicants

To implement, operate or expand an AmeriCorps program in Colorado, an applicant must be one of the following:

> A non-profit organization (community based or faith based);
> An institution of higher education;
> A state agency;
> A school district;
> A subdivision of the state including cities, counties or municipalities;
> A partnership or consortia comprised of any of the above entities.

At least 60% of Corporation funds provided to a state commission must be used to support programs that are not carried out by the State or by a state agency. Pursuant to the Lobbying Disclosure Act of 1995, an organization described in Section 501 (c) (4) of the Internal Revenue Code of 1986, 26 U.S.C. 501 (c) (4), which engages in lobbying activities is not eligible to apply, serve as a host site for member placements, or act in any type of supervisory role in the program.

VI.   Funding Preferences

Given the number and diversity of national priorities and requirements, the Governor's Commission on Community Service does not have specific funding preferences beyond the priorities and focus areas stated in the guidance for AmeriCorps programs with the exception of support for mentoring and literacy. This is an open, competitive funding round; the Commission does not have specific geographic preferences. However, the Commission may utilize its formula allotment to ensure geographic diversity after the competitive decisions have been made. Similarly, as this is an open, competitive funding round and many existing programs will be "recompeting" for funding, the Commission will NOT place a higher priority on new programs versus recompeting. However, recompeting programs will need to meet higher standards (including demonstrated impact, exemplary program management, and higher match for programs that have been funded for at least three years). Further, the Commission may utilize its formula allotment to ensure new programs are included in the overall state portfolio after competitive decisions have been made.

VII. 2006 Focus Areas

For the 2006 competition, the Corporation will give special consideration to four additional strategic focus areas that meet critical needs of our nation. They are:

1. **Ensure a brighter future for all of America's youth**: Supporting children in need by providing more opportunities for youth to serve and to receive services, particularly youth at risk of school failure, unemployment, criminal behavior, and persistent poverty.

2. **Harness experience to meet 21st Century challenges**: Capturing "Baby Boomer" experience and energy to help solve critical social issues through service and volunteerism.

3. **Build the supply line for "America's Armies of Compassion"**: Increasing opportunities for more people to take part in national service and community volunteerism.

4. **Students in the community – building engaged citizens**: Encouraging educational institutions (elementary, secondary, higher education) and organizations to strengthen service-learning efforts that guide students to become responsible citizens who support the common good.

VIII.   AmeriCorps Pre-Application Workshops

A series of workshops have been scheduled across Colorado to answer questions, clarify the application process and provide technical assistance on creating a strong proposal. The sessions are not mandatory, but are highly recommended. These sessions provide potential applications with the opportunity to ask questions about the application process. In addition, potential applicants are encouraged to use these workshops as an opportunity to network with others in their region that may be considering proposing a program. Specific locations and directions for each workshop can be found in the Introductory Section of the Application Guidance. Please hold questions until reviewing the full guidance and attending one the following sessions:

★   Colorado Springs
     Monday, October 17, 2005
     1:00 p.m. to 4:00 p.m.

★   Denver
     Wednesday, October 19, 2005
     8:30 a.m. to 11:00 a.m.

★   Frisco
     Thursday, October 20, 2005
     1:00 p.m. to 4:00 p.m.

★   Greeley
     Tuesday, October 25
     1:00 p.m. to 4:00 p.m.

★   Grand Junction
     Thursday, October 27, 2005
     8:30 a.m. to 11:00 a.m.

★   Denver
     Wednesday, November 2, 2005
     8:30 a.m. to 11:00 a.m.

Part Two: Program Design, Guidelines & Requirements

The Governor's Commission on Community Service has developed guidelines and requirements to ensure that all AmeriCorps programs are of highest quality and benefit to their communities, adhere to statutory provisions necessary to receive federal funds from the Corporation for National and Community Service, and meet national service goals. This application contains information that is vital to understanding the fundamentals of AmeriCorps programs. The Corporation's requirements for AmeriCorps are set forth in the regulations and in this application. In addition to being thoroughly familiar with the regulations you should read this application carefully because in some cases, more specific information is provided here. The requirements apply to all programs that submit applications to States for funding.

The AmeriCorps regulations, 45 CFR Parts 2520-2550 are published in the Federal Register and available at your public library or online at www.gpoaccess.gov/ecfr and www.americorps.gov/rulemaking .

I.   AmeriCorps Goals

The Governor's Commission on Community Service funds and supports quality AmeriCorps programs that develop an ethic of civic responsibility in those who participate, strengthen communities, and help meet identified community needs through direct services in the areas of the education, public safety, environment, homeland security, or other human needs. Programs should provide opportunities for the community to define and solve its problems. Successful applicants are able to demonstrate that their program or the service offered builds the capacity of nonprofit organizations to meet community needs and provides a benefit that the community values.

AmeriCorps provides a variety of specific and identifiable services to communities. For example, a program may use AmeriCorps members to organize volunteers to renovate low-income housing or build a playground in a vacant lot. Or, a program may engage members in human service projects such as tutoring or mentoring and recruit local volunteers to do so. Members may clean up streams or restore urban parks along side community residents. AmeriCorps members may help recruit, support, and manage community volunteers who support homeland security. Members may perform a limited amount of activities to enhance the capacity of the nonprofit organization in which they serve to meet community needs, including raising funds for approved projects, conducting research to maximize the impact of the organization, and providing support to staff in carrying out critical functions. Successful applicants are able to demonstrate the relationship of the proposed activity with AmeriCorps members to the objectives the program hopes to accomplish.

Goal 1: Needs and Service Activities

AmeriCorps programs provide a variety of specific and identifiable services that address community needs. In the past, performing direct service activities such as tutoring children, building houses, or delivering meals to homebound seniors have been the primary focus of AmeriCorps members' service. However, AmeriCorps is now increasing its emphasis on capacity-building activities such as volunteer recruitment and management, which also play an important role in addressing community needs and ensuring the sustainability of activities that AmeriCorps supports. Direct service and capacity building activities are both integral strategies for effective national service programs.

Activities that do not provide a direct benefit to the community, such as clerical work or research, may not be performed unless they are in support of a direct or capacity building service. Such activities may not be the primary activity of a national service program. For example, a team whose project involves providing meals, transportation, and health services to the homebound may need to conduct a door-to-door survey of community residents to help locate those in need of services; if they, or volunteers they recruit and manage, then go on to provide those services, this kind of research would be an appropriate activity for the team. The priorities for service are below.

Priority Areas

The Corporation for National and Community Service sets priorities within five major issue areas: education, public safety, environment, homeland security, or other human needs. Examples within the priority areas follow:

Education: Education programs could range from services to pre-elementary (day care, pre-literacy) to youth mentoring and literacy, to adult education. For example, education programs could propose services such as: Improving the quality and availability of child development programs by working in day care and Head Start centers and preschool programs; Teaching literacy and other basic skills to parents of young children so that they can help their children learn; Working in schools with high concentrations of low-income students; Mentoring, tutoring, and providing after-school care, summer and work-place learning opportunities for children and youth; Coordinating service-learning activities for K-12 students; Providing cultural heritage, library services, ESL, GED/Dropout, and computer literacy services.

While there are many types of Education Programs, there are certain expectations for programs that propose tutoring activities in schools or in nonprofits where reading instruction is the main goal.

Tutoring Requirements:
- Qualification requirements for tutors and other paraprofessionals under the No Child Left Behind Act (NCLBA) apply to tutors who are considered employees of the Local Education Agency or school under state law, but do NOT apply to AmeriCorps members serving as tutors under the sponsorship of an organization other than the school district.
- NCLBA narrowly defines "tutor" to include only individuals whose primary goal is to increase academic achievement in reading or other core subjects through planned, consistent, one-to-one or small group reading, or other small group sessions, that build on students' academic strengths and target students' academic needs.
- A member serving as a tutor (other than one's considered under NCLBA to be employed by the LEA or school) **must either**:
  o have a high school diploma or its equivalent
  o pass a proficiency test that the grantee has determined effective in ensuring that the member has the necessary skills to serve as a tutor
- A member serving as a tutor (other than one's considered under NCLBA to be employed by the LEA or school) must successfully complete any pre and in-service specialized training required by the program.
- Tutoring programs must show competency to provide tutoring service through their recruitment, specialized training, performance measures, and supervision.

It is recognized that there are a wide variety of literacy activities being conducted by AmeriCorps programs, ranging from book drives to one-to-one tutoring programs. The above expectations apply only to those applicants engaged in tutoring or reading instruction in schools and related institutions.

Public Safety: Public safety programs could propose services such as: Mentoring adjudicated youth or youth at-risk of becoming part of the juvenile justice system; Enhancing community policing efforts by working with local law enforcement to emphasize youthful offenders and youthful victims; Reducing crime against children and youth by making schools safe, creating safe havens, and involving youth in conflict resolution and prevention efforts; Providing illegal drug use prevention activities and intervention support for children and youth; Developing specific crime prevention strategies targeted at key locations such as playgrounds and other public gathering places for children and youth; Providing assistance to victims, especially children and victims of domestic violence; Organizing neighborhood watch efforts; and/or Providing victim/witness assistance, conflict resolution, mediation, and assistance in sexual abuse/rape issues.

Environment: Environmental programs could propose services such as: Revitalizing neighborhoods by creating playgrounds, green spaces and community gardens, and by making unused public areas clean and safe; Eliminating environment risks, especially those that affect children and youth, such as lead poisoning, radon exposure, and toxic waste; Providing waste reduction, management and recycling services; Educating the public about environmental awareness, clean air, safe water, and energy conservation; Protecting and restoring wildlife, land, and vegetation; Protecting the environment from hazards of wildfire, and restoring the environment from ravages of natural disaster.

Homeland Security: Defined as appropriately engaging citizens and communities in preparedness and response to acts of terrorism and other disasters, homeland security includes programs that support public safety, public health, or disaster preparedness and relief. Homeland Security programs differ from other AmeriCorps public safety, public health, and disaster preparedness and relief programs in that while many of the day to day activities may be similar, homeland security programs also focus on preparing communities to be able to respond to acts of terrorism or other disasters that breach the security and safety of their citizens. Applications submitted under this issue area should include evidence of organizing, training, and preparing people for homeland security disasters or emergencies.   The best defense is a strongly interconnected community that is able to handle a disaster or an act of terrorism.   Therefore, we encourage you to partner with as many organizations and groups as possible within your community, including your area's Citizen Corps Council.   Where such councils may not formally exist, consider partnering with organizations performing similar functions such as the local VOAD (Voluntary Organizations Active in Disaster) or other organizations that have experience in preparing for or responding to disasters or major emergencies such as the local, county, or state emergency management offices, fire, or police departments.   Examples of some homeland security programs include:

- mobilize volunteers to assist first responders such as police departments, fire departments, and other agencies involved in public security
- provide support for professional or volunteer fire departments, including a range of administrative duties, fire prevention and outreach, public education, and emergency response
- organize, conduct, and support community-based immunization programs related to bio-terrorism public health concerns
- develop materials, identify resources, and educate the public to build awareness of and readiness for both natural disasters and intentional criminal/terrorist attacks
- provide immediate support to relief agencies responding to a disaster. Services may include relief of rescue workers, search and rescue, first aid, coordination of emergency supplies, and establishment of communication links for relief workers
- organize communities to identify and respond to crime through existing community organizations, law enforcement, schools, institutions of higher education, and the business community. Such programs may conduct needs assessments and identify resources to support improvements, such as the creation of Neighborhood Watch programs
- support long-term recovery efforts associated with the impact of disasters while providing periodic training for preparedness and response to homeland security emergencies

AmeriCorps members as a group are one of the country's largest service providers. In times of national disaster or local emergencies, this resource can be collectively mobilized to provide critical support to local communities. As a result, we encourage you to train members, where appropriate, in disaster/emergency preparedness and cardiopulmonary resuscitation (CPR).

Programs planning to participate in **disaster/homeland security response** must be pre-approved by the Commission and the Corporation and submit a Disaster Response Application Form describing training, planning, and deployment.

Local communities are in the best position to determine appropriate strategies for integrating service and volunteering into homeland security efforts. For more information about Citizen Corps, visit its website at: www.citizencorps.gov.   If you wish to see descriptions of homeland security programs the Corporation approved for funding in 2005, you may find them on the Corporation website: www.nationalservice.gov .

Other Human Needs: Human needs programs could propose services such as: One-on-one and/or small group mentoring services to youth; Prenatal care, parenting education, and health care to families of young children; Improving health of low-income communities by offering preventive health service through community health clinics and immunization programs; Providing assistance in substance abuse, mental health, in-home care, hospice/terminally ill, and physical disabilities programs; Helping people who are homeless, by providing shelter support, assisting in moving into permanent housing, and related services; Renovating low-income housing; Assisting in senior independent living; Providing consumer education, job development/placement; Providing social services planning, food production/community gardening/farming;

and/or Providing technology access, computer networking assistance, or other community and economic development services.

Goal 2: Developing AmeriCorps Members

AmeriCorps expands opportunities, helping those who help America. Because of their AmeriCorps service, members develop additional skills, gain valuable experience and receive education awards that can be used for post-secondary education or to repay student loans. To help ensure that members are prepared for and benefit from their service, applicants are required to include plans for member recruitment and training in their applications. Applicants should address elements such as civics training, skills training related to performing service activities, leadership opportunities, and other training necessary for a program to have a positive impact on members. Much of the training is typically achieved through use of service-learning principles. Further, training should reflect the unique nature of the program and be appropriate for the age(s), skill level(s), and other differences in the backgrounds of members. By the end of the term of service, every AmeriCorps member should:

- understand and be able to participate effectively in American democracy;
- discuss and explore their community and the people, processes, and institutions most effective in improving community conditions;
- help plan effective service projects that respond to real community needs and emergencies;
- foster within themselves and others positive attitudes regarding the value of lifelong citizenship and service for the common good;
- have new or increased existing life and/or employment skills; and
- gain a greater appreciation and understanding of what it means to be an American, including an appreciation and understanding of those of different backgrounds.

Successful applicants are responsible for recruiting members. The Corporation for National and Community Service has developed an on-line recruitment system to assist grantees. All grantees are required to be listed on and to supplement their recruitment efforts by using this nationwide on-line recruitment system so as to maximize opportunities for Americans who want to participate in national and community service.

The following elaborates on key elements of member development:

Citizenship: The National and Community Service Act of 1990, as amended, have as one of its basic purposes to "renew the ethic of civic responsibility and the spirit of community throughout the United States." By serving their communities in AmeriCorps, individual members are demonstrating a critical component of citizenship recognized by President Bush in remarks proclaiming September 17 as Citizenship Day: "Citizenship not only involves a commitment to our Nation but also to our neighbors and those in need."

Programs must provide training and use the service experience to help members acquire the knowledge, skills and attitudes needed to be active citizens of communities – local, state, and national. This primarily means enhancing members' understanding of how American democracy works and the value of playing an active role in it. Specifically, programs should adopt citizenship goals for their members that include:

- Fostering within themselves and among their team members positive attitudes regarding the value of lifelong citizenship and service for the common good;
- Discussing and exploring their community and the people, processes, and institutions that are most effective in improving community conditions;
- Enhancing their ability to plan effective service projects that respond to real community needs; and
- Developing the social, cultural, and analytical skills necessary to effectively participate in American democracy.

Training Related to your Service Activities: Programs must provide members with the supervision, training, skills, and knowledge necessary to perform the tasks required in their respective projects. Successful applicants will ensure training is provided for the activities that members will conduct. For example, recruiting and managing volunteers requires certain skills that need to be developed. Whether your activities involve tutoring children in reading, housing provision and improvement, or neighborhood/

community enhancement, members need to learn the basic skills and technical information associated with good practice before they perform service.

Leadership Opportunities: Programs are encouraged to build member leadership capacity by providing opportunities for members to coordinate activities, recruit volunteers, and serve in team leader capacities in their programs. Please note, however, that members may not be assigned as the supervisors of other national service participants. The Corporation for National and Community Service also provides materials and support to help you structure such leadership opportunities. You may address leadership opportunities in either the program design section or in your member development objectives in your application.

Supervision, Training, and Education: The experiences of local programs across the country verify that successful member development depends upon proper supervision, training, and education. Successful applicants will be those that provide members with the supervision, training, skills, and knowledge they need to perform their tasks. Successful applicants will also give members the background information they need on the community in which they are serving and help them understand the community's need for a specific service or project. You may also provide specific training in a particular field to your members if appropriate. This includes training and education that allows members to explore career possibilities in areas such as child development, teaching, public health, or public safety. Where appropriate, we encourage you to train members in conflict resolution and communication skills. Your program is required to have a qualified supervisor to provide members with regular and adequate oversight.

Support Services: The National and Community Service legislation requires that programs support members who are school dropouts in earning the equivalent of a high school diploma. Programs must provide support services that help AmeriCorps members: (1) who are completing a term of service to make the transition to other education and career opportunities, and (2) who have not completed their secondary education to earn the equivalent of a high school diploma.

Diversity: Your program builds strong communities when it engages members and staff from different backgrounds in common service. You should actively seek to include members and staff from the communities where your project operates, as well as men and women of various faiths, races, ethnicities, education levels, socioeconomic backgrounds, and physical and mental abilities. In assessing whether your program meets this criterion, we will take into account that your program objectives might require you to recruit members and staff who share a specific characteristic or background. Please note, however, that your program cannot violate the non-discrimination, non-duplication, and non-displacement rules that govern member and staff selection.

Ethic of Service: Service builds civic responsibility and enables participants to practice responsible citizenship. It helps youth make the transition into adulthood. Through service, AmeriCorps enables members to see themselves as problem-solvers, not problems; to become leaders, not just followers; and to take personal responsibility. Programs should incorporate structured opportunities for members to reflect on their service experiences and may employ service-learning or other education methods in order to develop members' lifelong ethic of service. Because voting is an important component of both citizenship and a service ethic, every program should encourage, in a non-partisan manner, each member who is eligible to vote to register to vote.

Esprit de Corps: To create an esprit de corps for members, programs are encouraged to begin member terms of service in as a "class" so that members that begin and graduate from their terms of service at the same time. Most Colorado programs have typically begun their program year in August, September, or January. This facilitates recruitment in concert with the academic and/or calendar year. If programs lose AmeriCorps members between "classes", those slots should be filled with members who have had appropriate orientation and training prior to beginning their service and who have adequate time to complete a term of service within the program year.   Rolling admissions are strongly discouraged. AmeriCorps programs need to be identified as part of the national service network and as a program in which AmeriCorps members serve. This can be accomplished by the use of AmeriCorps logos, common

application materials, and other means. Programs are not required to call the program "AmeriCorps" though it is encouraged that the name be used along with the program name. Programs are expected to purchase the AmeriCorps Service Gear for members.

National Service Days: As part of the national service network, there are a number of opportunities for programs to participate in national service days. AmeriCorps programs are expected to participate in one or more days of service, including, but not limited to, the Martin Luther King, Jr. Holiday, National Volunteer Week, National Youth Service Day, and Make A Difference Day. In addition, programs are expected to participate in other national service activities such as opening ceremonies, orientation, and cross-program trainings. Colorado's AmeriCorps programs are expected to participate in Colorado Cares Day.

Training and Service Hours: Members must devote at least 80 percent of the required hours to direct service and no more than 20 percent to education, training, or other approved non-direct service activities (such as team meetings) during a full-time, part-time, or reduced part-time term of service. This applies to the overall AmeriCorps program and not to each individual member. This allows variance among the individual members and takes into consideration variations in education and development needs of members. If a program exceeds the 1700 hour minimum, the additional hours do not fall under these guidelines. Members may engage in fundraising directly in support of service activities for up to 10% of their term of service. The up to 10% is accounted for within the 80% direct service portion.

The Corporation for National and Community Service, in partnership with a number of programs across the country, recommend two sets of curricula:
- ▪ *By the People,* developed by the Center for Democracy and Citizenship at the Humphrey Institute of Public Affairs at the University of Minnesota. By the People was designed to introduce AmeriCorps members and staff to a set of civic concepts that give a broader context to service and also a set of civic skills to help members serve more effectively.
- ▪ *A Guide to Effective Citizenship through National Service*, developed by the Constitutional Rights Foundation. By linking citizenship to the mission of AmeriCorps, the Guide helps members develop the connections between their sense of themselves and their value to the community. The Guide provides tools for integrating active citizenship into the AmeriCorps experience through interactive sessions.

**These materials are available free from the National Service Resource Center. All or part of the materials may be used to provide citizenship training.

Goal 3: Strengthening Communities

AmeriCorps strengthens communities by involving citizens directly in serving community needs. AmeriCorps members help bring individuals and groups from different backgrounds together to cooperate in achieving constructing change and to solve critical community problems.

Recruitment and Management of Volunteers: A fundamental purpose of AmeriCorps is to help recruit, support, and manage the vast networks of volunteers that meet community needs. By creating volunteer opportunities and helping organizations to effectively engage volunteers, AmeriCorps programs multiply their impact, build organizational capacity, and support the development of sustainable programs. Volunteering also provides an ideal opportunity to bring together people of many racial, ethnic, and religious backgrounds around a common goal and to foster the active citizenship upon which the health of our democratic system depends. With the President's call for all Americans to serve two year-- 4,000 hours--in their lifetimes, AmeriCorps has been called upon to make volunteer recruitment and management a major focus of its efforts. Accordingly, applicants must address how their AmeriCorps program will effectively engage and support volunteers in meeting community needs. Programs can deploy AmeriCorps members in a wide variety of ways to support volunteer recruitment and management. AmeriCorps members may be responsible for enlisting, training, or coordinating volunteers. They may help an organization to develop effective volunteer management systems that include clear position descriptions, screening techniques, or volunteer policy and procedure manuals. AmeriCorps members may promote retention of volunteers by

planning recognition events or providing ongoing support and follow up to ensure that volunteers have a high quality experience. Members may assist an organization in reaching out to individuals and communities of different backgrounds when encouraging volunteerism to ensure a breadth of experiences and expertise is represented in service activities. Recruitment and management of volunteers' activities must be documented on semi-annual basis.

When considering how your AmeriCorps program can promote the effective involvement of volunteers, you have flexibility to determine the best approach. The core expectation is that volunteers will be engaged in ways that support the mission of the organization being served and that the involvement of volunteers will enhance or build upon any direct service goals of the program or organization of which the AmeriCorps members are a part. For example, you may decide that a few members in a program should be devoted entirely to some aspect of volunteer recruitment and management. Or, you may determine that all members will spend a portion of their time supporting volunteers. Members may also create opportunities for the beneficiaries of their service to volunteer. The following examples are illustrative only and are not an exhaustive list.

- AmeriCorps members in a mentoring program engage youth in service learning projects that provide students with volunteer experience;
- an AmeriCorps program designates a small number of members as volunteer managers who focus their efforts on recruiting and supporting volunteers whose activities complement the direct service of the rest of the corps;
- AmeriCorps members tutoring in an after-school program recruit volunteers to read with students once a week so that the program can serve additional students;
- an entire corps of AmeriCorps members is dedicated to serving as volunteer coordinators at various local host sites to assist these organizations in recruiting, training, and managing volunteers.

This increased emphasis on volunteer recruitment and management is not intended to replace direct service activities which continue to be an integral part of AmeriCorps programs. However, AmeriCorps programs have much to offer their communities by building the capacity of organizations to meet community needs. Some component of your program must involve recruiting or supporting volunteers. *If an applicant is unable to meet this requirement they must request a waiver in the Narrative and Executive Summary of the Application. This waiver request must state specific reasons why this requirement would require a fundamental alteration of the program structure.*

Supplementation, Non-Duplication and Non-Displacement

Supplementation – Grant funds may not be used to replace state or local public funds that have been used to support programs or projects of the type eligible to receive Corporation grant funds. For any given program, this condition will be satisfied if the aggregate non-federal public expenditure for that program or project in the fiscal year that support is to be provided is not less than the previous fiscal year.

Non-Duplication – Grant funds may not be used to duplicate services that are available in the locality of a program or project. The grantee may not conduct activities that are the same or substantially equivalent to activities provided by a state or local government agency in which the grantee entity resides.

Non-Displacement – The grantee may not displace an employee or position. The grantee may not displace an existing volunteer by using a member in a program or project. The grantee may not create a community service opportunity that will infringe in any manner on the promotional opportunity of an employed individual. A member in a program may not perform any services or duties, or engage in activities that would otherwise be performed by an employee, as part of the assigned duties of such employee. A member in a program or project may not perform any services or duties, or engage in activities, that: will supplant the hiring of employed workers; or are services, duties, or activities with respect to which an individual has recall rights pursuant to a collective bargaining agreement or applicable personnel procedures.

Other Prohibitions – A member in a program or project may not perform services or duties that have been performed by or were assigned to any: currently employed worker, employee who recently resigned or was discharged, employee who is subject to a reduction in force, employee who is on leave, or employee who is on strike or is being locked out.

Support for Community Organizations (Secular and Faith-Based): Across the country, community organizations, both secular and faith-based, are on the front lines working to improve lives in some of the most vulnerable communities across America. The religious commitment and identification with the local community found in many of these groups sustains their service, often over long periods of time. The programs and activities supported through the AmeriCorps funding to date already give vital help to these front-line workers and their community-based efforts. But more can be done. The Corporation for National and Community Service supports work with secular and community-based programs across all of our programs. In 1993, the national service legislation included community organizations as a category for support and defined them as private nonprofit organizations that represent a community or a significant segment of a community and that are engaged in meeting human, educational, environmental, and public safety community needs. The legislation specifically included churches and other faith-based organizations in this definition, recognizing the importance of such groups in dealing directly with the most difficult problems facing individuals in our communities. Most recently, the Corporation has undertaken a number of efforts to assist state commissions and grantees in supporting community organizations. These efforts include the creation of the Center for Faith-Based & Community Initiative (CFBCI). The mission of the Center for Faith-Based and Community Initiatives (CFBCI) is to create an environment that welcomes the participation of faith-based and community-based organizations as valued and essential partners assisting Americans in need. The CFBCI's mission is part of a focus on improving human services for our country's neediest citizens. This Center leads efforts to better utilize faith-based and community-based organizations in providing effective human services.

For the purpose of providing a common language to applicants, we consider a faith-based organization to include:
- a religious congregation (church, mosque, synagogue, or temple);
- an organization, program, or project sponsored/hosted by a religious congregation (may be incorporated or not incorporated);
- a nonprofit organization founded by a religious congregation or religiously-motivated incorporators and board members that clearly states in its name, incorporation, or mission statement that it is a religiously-motivated institution; or
- a collaboration of organizations that clearly and explicitly includes organizations from the previously described categories.

Defining a community organization is particularly challenging, and there is no universally acceptable definition. Most individuals refer to community organizations as those that involve members of the community in the governing structure. Some even use the zip codes of a Board of Directors to determine if an organization is community-based. The Corporation does not intend to impose a single definition of faith- or community- based organization, but encourages states and local programs to employ a definition that accounts for an organization's ability to represent the interests of the community in which it serves, including those organizations and groups that have not received funds from federal or state human service programs.

For 2006, national service goals in this area are to increase the number of community, faith-based, and grassroots organizations to access AmeriCorps resources and to encourage larger nonprofit organizations to seek partnerships with community organizations (both secular and faith-based). Applicants are encouraged to support the efforts of civic, community, education, and faith-based organizations to solve local programs. Successful new applicants and continuing programs will be those that demonstrate partnerships (sub-grantees, host sites, or volunteer recruitment partnerships) with community organizations (secular and faith-based). This includes nonprofit organizations, schools, and neighborhood groups, as well as the faith-based organizations identified above.

There is not any particular approach for meeting this goal of providing support to community organizations (secular and faith-based). As noted above, in some instances, community or faith-based organizations may be direct applicants for grant funding. In other cases, AmeriCorps-funded programs might partner with such organizations to meet their objectives. In still other cases, AmeriCorps grantees may serve as intermediaries.

Intermediary Organizations

Intermediary organizations provide the mechanism by which a number of community or faith-based organizations or grassroots groups may access AmeriCorps and other Corporation for National and Community Service resources. Intermediaries are defined as national, regional, state, or local organizations that agree to provide the technical and financial support to assist community or faith-based organizations that do not have the capacity to perform these functions. Intermediaries serve as the legal applicant for a Corporation grant, thereby ensuring that the systems to manage a federal grant are in place. Intermediaries may place individual members at the site of many neighborhood, community or faith-based organizations and assume responsibility for monitoring the progress of the sites. Alternatively, they may subgrant funds to community or faith-based organizations that select AmeriCorps members and oversee their service activities. We encourage organizations that have the capacity to assist community or faith-based organizations in utilizing AmeriCorps members in their service activities to consider applying as an intermediary.

Examples of programs providing support to community organizations include:

- A statewide community partnership of volunteer teams from businesses, civic groups, and churches is helping families along the path toward self-sufficiency. The program utilizes a team approach with AmeriCorps members organizing the skills, experiences, and resources of many people to help families receiving Temporary Assistance to Needy Families (TANF) to overcome barriers to getting and keeping a good job.
- Catholic Network of Volunteer Service (CNVS), an AmeriCorps Education Awards Program, is a membership organization of 220 faith-based volunteer programs. CNVS serves as an intermediary that performs the grantee responsibilities and links these local programs to federal resources. These programs operate in 15 counties around the state, and CNVS member programs work with local community social service agencies, faith-based organizations, and other non-profits to identify community needs that may be met through service primarily in the areas of education and human needs.
- An urban interfaith council has decided to place AmeriCorps members at each one of its member organizations to assist in their separate community service activities including housing counseling, after school programs, pre-school, adult literacy and English as a Second Language. The interfaith council selects the member organization with the greatest capacity to manage a federal grant as the organization that will apply.

Capacity Building and Sustainability: Effective capacity building is a process that enhances the mission, strategy, skills, and culture, as well as systems, infrastructure, and human resources of an organization. Often organizations view capacity building as only "technical assistance," such as improving systems, infrastructure, and/or human resources functions. However, it also refers to an organization's relationship with other organizations, people, and institutions that can provide critical information and resources that lead to the sustainability of the organization and its programs.

Capacity building is important as it is a process that helps an organization gain greater independence and sustainability. The Corporation views AmeriCorps programs as investments expected to yield a set of self-sustaining activities over time. An organization is achieving its sustainability goals if the activities supported enhance the capacity of the organization to meet community needs absent federal funding. Achieving sustainability enables programs to continue national and community service activities beyond the life of a Corporation grant. Some examples of sustainability include:

- Earned Income: Organizations that diversify revenue structures for national and community service programs by generating revenue through fees or other kinds of earnings, consistent with OMB rules on project income, and use the revenue to meet match requirements and/or program expenses can lead to more sustainable programs;
- Other Public (state and local) and Private Funding: Organizations that diversify revenue structures for national and community service programs by building relationships with other public and private funding organizations, as well as businesses, can lead to more sustainable programs, including

receipt of support (in-cash and in-kind) from local and state government, community foundations, national foundations, and businesses;

- Program Quality and Efficiencies: Organizations that demonstrate an increased level of productivity with flat or declining levels of federal support demonstrate effective models of sustainability. While these programs may not be totally independent of federal sources of revenue, the reduction of overhead costs and increased efficiencies in the means by which services are delivered can help make the program's efforts sustainable in a community in the long term;
- Volunteer Recruitment and Management: Organizations that recruit large numbers of volunteers as part of their AmeriCorps program can use the volunteers to conduct a wider range of community service activities;
- Sustained Activities: In communities where AmeriCorps programs have collaborated with a number of partners, the partners can agree to divide the national and community service activities among themselves such that the actual service continues without a grant from the Corporation; and
- Corporate Organizations' Role: AmeriCorps members work to establish community service programs for which corporations can commit their employees as volunteers on an ongoing basis for an extended period of time.
- Diversification of Revenue Sources: Multiple sources of funds to support and operate national and community service programs is a good measure of whether or not a program is sustainable. In contrast, organizations that depend on a single source of funds (including Corporation funds) to support and operate national and community service programs are inherently less sustainable;

The Corporation sees sustainability as vital to meeting the needs of communities across the country. In order to ensure that Corporation programs are sustainable, applications should include specific information that demonstrates how an organization intends to improve capacity and move towards sustainability, ensuring that its national and community service program can continue in the absence of Corporation funding. We will use plans and progress towards achieving sustainability as a criterion in making new and continuation grant awards.

As a means of achieving sustainability and assisting organizations in meeting community needs, AmeriCorps members may assist grantee organizations in capacity building activities. Previously, the Corporation had advised that only AmeriCorps*VISTA members may conduct certain capacity-building activities. We now encourage AmeriCorps members to engage in certain capacity building activities as well. For example, AmeriCorps members may recruit and manage other volunteers. AmeriCorps members may assist in raising funds and securing resources to support their service activities. Members may not raise funds for activities outside of their program or raise funds for other partners or organizations. They can write training materials that will be used to instruct the public about disaster preparedness. They may conduct outreach to expand the number of individuals served by the nonprofit organization. AmeriCorps members may develop community partnerships that are intended to strengthen communities. Applicants must outline plans for ensuring that the impact of the program in the community is sustainable beyond the presence of federal support.

Community Involvement and Consultation: Local engagement in service efforts is vital to the development of high-quality service programs that sustain and build communities. Successful programs will be those that use extensive, broad-based local input to design, implement, and evaluate their projects. This includes consultation with:
- representatives from the communities you serve;
- members (or potential members) in your program; and
- appropriate community agencies (secular and faith-based), businesses, foundations, local labor organizations representing employees of service sponsors, and local government.

Bringing various organizations and people together to accomplish a common goal mobilizes community resources. Partnerships provide opportunities for programs to collaborate, share technical expertise and contribute resources. The full range of American associations -- civic, education, religious, social service, labor, and business -- should use national service as an opportunity to join together in the common work of service.

II.   AmeriCorps Grant Requirements

The following pages outline the requirements of administering an AmeriCorps program, including Grant Period, Grant Sizes, Restrictions and Limitations, Match Requirements, Performance Measures and Accountability, Evaluation, Monitoring and Management, Program Models and Strategies, Student Service, National Service Collaborative Efforts, and Federal Financial Management and Grant Administration Requirements. All applicants need to understand that the requirements outlined in this section are conditions of AmeriCorps funding.

Grant Period

Organizations selected through this funding round are generally granted a three-year project period. Applications should include proposed activities and a detailed budget for the first year of operation and program objectives for a one year period. Funding for the second and third years of an approved program is contingent satisfactory progress in relation to the approved objectives, submission of proposed changes in activities or objectives and a detailed budget and budget narrative for the applicable program year, the availability of funds, and any other criteria established in the award agreement. In addition, Congress is considering changes to the national and community service laws. If changes are enacted, they will have an effect on AmeriCorps grants, and will likely require changes in the grant, including potentially the grant period. The Governor's Commission on Community Service and the Corporation for National and Community Service will work with grantees to assure the effective implementation of any changes and improvements made by Congress to the AmeriCorps program.

Grant Sizes, Restrictions and Limitations

Size of Grants

The size of each grant will vary by circumstance, need, and program model. There is a maximum Corporation for National and Community Service cost per member guideline of $12,600 per full-time AmeriCorps member. Following this guideline, the maximum amount a program can request, multiply the number of full-time AmeriCorps members you plan to use by $12,600. For instance, a program of twenty (20) full-time members can request up to $252,000 in Corporation funds. Programs must be large enough to achieve a demonstrable impact on the community served. Thus, while the actual size of each program may vary depending on the size of the community in which it operates, the design of the program, and other factors, AmeriCorps Operating Grant programs should be designed to support 20 member service year (MSY) members. However, programs, particularly those in rural areas, may make a case for a smaller program (minimum 12 MSY) by demonstrating why a smaller program is necessary or appropriate to a specific circumstance. Applicants proposing a program for consideration under the AmeriCorps Education Award Only Grant option should be designed to support 2 MSY (between 2 full-time and 10 reduced half-time) AmeriCorps members.

For programs proposing multi-site operations, piloting efforts in a limited number of communities is encouraged. Moreover, experience suggests large expansions are difficult to manage. Thus, programs should evaluate their present infrastructure and capacity to develop when considering program size. All applicants, when considering program size, should examine cost-effectiveness by calculating the federal cost per member (calculation in application). Currently, programs funded through Colorado's operating grants range in size from twelve (12) MSY's to thirty (30) MSY's (with a breakdown of the smallest program comprised of twelve (12) people and the largest program comprised of fifty (50). The average program size is twenty (20) MSY's. Programs funded through Colorado's education award only grants must have at least five AmeriCorps members. Currently, the largest education award only grant in Colorado has over 300 members.

Restrictions

Only one application covering a particular project may be pending before the Corporation for National and Community Service at one time. For example, if a national nonprofit organization includes a local affiliate in its application to the Corporation for National and Community Service, the local affiliate may not seek additional funds for the same project through an AmeriCorps*State application.

There is a statutory restriction limiting the percentage of funding for programs carried out by the state or a state agency. At least 60% of Corporation for National and Community Service funds awarded to Commission programs must be for programs not carried out by the state or a state agency.

Limitations

At least otherwise 50% of funds provided for programs in any state must be for programs that operate in the legislated areas of need or on federal or other public lands and that place a priority on recruiting members who are residents in high need areas. These include:

- Communities designated as empowerment zones or redevelopment areas targeted for special economic incentives; or identifiable as having high concentrations of low-income people;
- Areas that are environmentally distressed;
- Areas adversely affected by federal actions related to the management of federal lands that result in significant regional job losses and economic dislocation;
- Areas adversely affected by reductions in defense spending or the closure or realignment of military installations; and
- Areas that have an unemployment rate greater than the national average for the most recent twelve months for which satisfactory data are available.

This requirement may be waived by the Corporation for National and Community Service for a state if at least 50% of the total amount of assistance to all states is used for such programs.

Match Requirements

Programs must provide and account for matching funds. All programs are required to raise some funds from the private sector, e.g., corporations, foundations, individuals, local businesses, and non-profit organizations. The statute governing AmeriCorps requires, at a minimum, the following aggregate matches: Member Support Costs (at least 15%) including living allowance, FICA, Unemployment Insurance, Worker's Compensation, and Health Insurance; and Program Operating Costs (at least 33%) including Staff, Operating Costs, Internal Evaluation, and Administration. The match for member support costs (excluding health insurance) must be in non-federal cash. Programs may provide matching funds for operating costs in cash or in-kind, and may use non-Corporation for National and Community Service federal funds as match if permitted by the rules governing those federal funds.

The Corporation has instituted new match requirements beginning in the 2006 program year. This brings the overall program match that is calculating at an increasing percentage that brings the match up to 50% of the Corporation funds received. The percentage stays the same for the first three (3) years of the grant, then match levels increase to 26% in Year 4, 30% in year 5, 34% in year 6, 38% in year 7, 42% in year 8, 46% in year 9, and 50% in year 10. This is an increase of 1% in year 4, then an additional 4% each year for years 5, 6, 7, 8, 9, and 10, and is capped at the year 10 year. All programs that have received more than 3 years of funding will start at Year 4 match levels in 2006.

The Governor's Commission on Community Service has a graduated matching requirement for continuation funding, beginning with year four of a program. To encourage a diversified non-federal cash funding base, continuing programs must meet a higher match for Member Support Costs of at least 20% for year 4, at least 25% for year 5, and at least 30% for years 6 and beyond. Member Costs Section is cash match only. Programs still have responsibility to meet or exceed the overall program match with either cash or in-kind match sources as outlined above.

The Corporation has set grant selection guidance for competitive applications so that points are awarded for exceeding the minimum match levels.

Programs in very rural or extremely disadvantaged areas may request an alternative match rate, which will only be considered if the sponsoring agency is located within, and the majority of services are provided within the disadvantaged area. Programs accepted for the alternative rate will remain at the 15% and 33% match levels until year 7 when their match will increase to 29% in year 7, 31% in year 8, 33% in year 9, and 35% in year 10. Further detail is provided in the application section of this guidance.

Performance Measures and Accountability

The National and Community Service Act of 1990, as amended, require applicants for funding to apply measurable performance goals to determine the impact of the program on communities and participants. Applying such goals has been a significant program focus since 1993.

Successful applicants for funding will be those that address the specifics set forth below related to accountability and performance measurement. Furthermore, please note that:

- if your organization is selected for funding, we will negotiate with you to include specific performance measures in the grant, and
- we will take into account a program's record of meeting such performance measures in determining future funding.

The following describes the application requirements related to accountability and performance measurement:

- Programs will likely have many performance measures. In the application process for the Commission, programs are required to submit two sets of aligned performance measurements (grant outcomes): one set on primary service delivery and one set related to member training and support. Aligned performance measures include: 1) one Output (quantitative count of service provided), 2) one Intermediate outcome (semi-annual accomplishment), and 3) one End outcome (year end and/or three year cumulative impact) all related to the same goal/accomplishment. For example, 1) Output: Number of students participating in a tutoring program; 2) Intermediate Outcome: Percent of students reading more books; and 3) End Outcome: Average increase in reading level or test scores.

- Your program should develop a system that allows you to evaluate and monitor your program activities (outputs) and measure your program's outcomes (intermediate and end). You should include the information on performance measures in progress and final reports.

- After the review and selection of programs, the Commission will work with selected grantees to hone the performance measurements.

Given the importance of strengthening the effectiveness of national service generally, programs are encouraged to take extra care in developing performance measures. The Corporation fully recognizes that these performance measures will reflect individual program goals and circumstances, and it is expected that there will be a wide spectrum of different performance measures across all grantees. For example, a program that places individual members in separate nonprofit organizations (sites) to perform activities for those organizations will have measures that differ substantially from a program that uses AmeriCorps members to recruit volunteers to tutor in a single school. In certain programs, outcome measures may reflect the activities of a subset of members, not necessarily all members. We recognize that performance measures alone do not reflect the full scope and impact of AmeriCorps programs. Therefore, these measures are not the only items we will consider when evaluating an application.

As part of a broader effort to collect uniform and aggregate data across all AmeriCorps programs, in order to better understand the effectiveness of national service, the Corporation will also develop a few performance measures that will apply to all AmeriCorps programs, following consultation with grantees on the type and number of uniform measures to be required, and in developing them take into account the diversity of programs and needs those programs serve. As in the past, these measures will include tracking member enrollment and attrition data, which will be considered in future funding decisions.

If your application is funded, you will have to:

- collect and report data to demonstrate progress toward achieving your performance measures, and describe how review of these indicators will be used to manage operational changes and program improvements;
- document performance data (on paper or electronic file) and make available for review; and
- report on operational changes and program improvements that resulted from information learned from the performance data.

In planning for data tracking beyond the measurable results outlined above, programs are expected to track the following:
- overall numbers served
- hours served in each service activity
- demographics of those served
- process and outcome data (including outputs, intermediate outcomes, and end outcomes)
- qualitative and quantitative data
- training provided to those serving
- number of volunteers generated

Evaluation

Performance measures are designed to capture ongoing progress towards meeting the program's goals. These ongoing (at least annual) program performance assessments should be supplemented with more in-depth, rigorous evaluation studies that measure the particular impact of national and community service programs.

While performance measurement and evaluation both include systematic data collection and measurement of progress, evaluations systematically investigate the effectiveness of programs by comparing the observed program outcomes with what would have happened in the absence of the program. Evaluations estimate the impacts of programs by comparing the difference between the outcomes for individuals receiving a service or participating in a program (the treatment group) to the outcomes for similar individuals not receiving a service or not participating in a program (the comparison group).

**Evaluations must cover one year. Grantees with average an annual grant of $500,000 are REQUIRED to have an independent evaluation. Smaller or Education Award Only grantees are REQUIRED to perform an internal evaluation.

Monitoring and Management Responsibilities

Organizations face many challenges in administering AmeriCorps programs. Certain program models may make monitoring and program management a particular challenge for organizations. These include individual placements, programs that are spread out geographically, and programs that attempt to address many issue areas at once. If your program design includes one of these challenges, you should address it specifically in your application and provide specific strategies for monitoring and management. Strategies may include: recruiting and enrolling members who can work independently; providing appropriate orientation, ongoing training, and a means of regular communication; selecting strong host sites and ensuring strong support from direct-line supervision of members; and narrowing the range of tasks members perform to make monitoring easier.

If you are approved for an AmeriCorps grant, you are responsible for managing the day-to-day operations of the grant and sub-grant-supported activities to assure you are in compliance with applicable federal requirements and you achieve your performance goals. Monitoring needs to cover each program, function, or activity. You are responsible for ensuring program quality and that your program has an impact on the problems facing the communities in which it operates. This includes monitoring the service of members. You are responsible for the timely and accurate documentation of member eligibility and service hours. Each program should develop systems that closely track and monitor these requirements. A number of factors make monitoring a challenge for programs. These include individual placements, programs that are spread out geographically and programs that attempt to address many issue areas at once. If your program design includes one of these challenges, you should address it specifically in your application and provide specific strategies for monitoring. Strategies that may facilitate program monitoring include: recruiting and enrolling members who can work independently; providing appropriate orientation, ongoing training and a means of regular communication; selecting strong host sites and ensuring strong support from direct-line supervision of members; and narrowing the range of tasks members perform to make monitoring easier.

Most federal reporting for AmeriCorps programs is done through a web-based reporting system. Programs need to track All AmeriCorps programs should have adequate computer equipment to do the required reporting.

Program Models and Strategies

Flexibility in Program Design: Applicants have a great deal of flexibility to design programs that will best achieve the types of impacts sought by the Corporation: developing the citizenship and skills of members, strengthening nonprofit organizations, and addressing community needs. Programs may assign members to individual project sites, or organize them in teams. Similarly, programs may determine whether a full-time or part-time schedule is more appropriate to the program's goals. The regulations provide a list of program types that illustrate the range of existing national service programs (see 45 C.F.R., Chapter XXV, Section 2522). Applicants may find that their program fits more than one type because program characteristics overlap in some areas. In addition, the internet resources included in this application offer a wide array of program examples.

Following are examples of program models:
- Programs that recruit, train, and support several hundred college volunteers to serve elementary school students in after-school tutoring programs;
- Formal mentoring programs that utilize AmeriCorps members to provide mentoring to at-risk youth, or that recruit and train volunteers to mentor at-risk youth.
- School-based and community-based service programs, including youth corps that provide tutoring and mentoring for younger children and opportunities to participate in service projects after school, on weekends, and during school vacations.
- College-based programs in which student AmeriCorps members, including Federal Work Study students, perform substantial service (or serve as service-learning coordinators) in local schools or other community settings).
- Programs where members respond to disasters, recruit and train disaster responders, and teach health and safety classes.
- Faith-based programs that provide literacy and English as a Second Language training for low-income adults, reading improvement for homeless elementary school-age children, or teach and model social skills to children.
- Summer programs in which AmeriCorps members organize service and other positive activities for children and youth.
- Programs in which current welfare recipients carry out important community service activities as part of a welfare-to-work transition.
- Programs that recruit members with disabilities to serve local community needs, or those that recruit members to assist local disability organizations in meeting their critical needs.
- Environmental service programs, such as youth corps, that provide team based service projects in restoring lands destroyed by wildfire or other natural disasters, or that provide parks rehabilitation and accessibility.
- Programs that provide pre-natal and early health intervention services, including immunization and education to parents.
- Programs that use AmeriCorps members of all ages to educate seniors to utilize technology, or provide other services to seniors in community-based settings.

To learn about a number of programs focusing on different issue areas, please visit the AmeriCorps website at www.americorps.gov . Programs are encouraged to focus on education or public safety or the environment or homeland security or other human needs, instead of trying to address all issue areas. Experience shows that it is difficult for a program to demonstrate its community impact when it tries to meet too many needs at once. However, certain programs such as volunteer generator models, youth service corps, or programs that operate in rural areas may operate more effectively by developing activities in more than one issue area. All programs should delineate strategies to be used to demonstrate outcomes in the issue area(s).

Programs are encouraged, but not required, to operate a summer program as a component of the year-round program, or to expand program operations during the summer months. Care must be taken to ensure that the summer component is consistent with the overall mission of the program and that it is not designed as separate from the year-round operation. Programs that recruit a separate pool of members for the summer component of a program need to ensure that the summer program instills the ethic of service in the members and is not just a summer job. Any members a program adds for a summer period must complete at least 300 hours of service.

Student Service
The Higher Education Reauthorization Act of 1998 requires that all institutions of higher education who receive Federal Work Study (FWS) funds utilize a minimum of 7% of their total FWS budget for community service placements. Each college must also include a literacy component that is defined in regulations by the Department of Education. Because this is one important vehicle to encourage and expand student service, the Corporation for National and Community Service is very interested in what campuses are doing to meet and exceed this requirement. Community service activities undertaken using FWS can be a valuable resource for national service programs. While the FWS program is administered by college financial aid offices, many colleges have built strong relationships between the community service, service-learning, or volunteer office and the financial aid office to enhance community service efforts of the campus. Some service offices even manage the community service FWS program on their campus. Both service offices and community partners can assist the financial aid office in enhancing community service FWS programs. For more information on the FWS for Community Service program, please see www.ed.gov/offices/OPE/pubs/WorkStudy/.

The Corporation has summarized data reported to the Department of Education on Federal Work Study for Community Service usage. If you would like to see how a particular institution is doing in comparison to other institutions, you can view this report online at www.nationalservice.gov/resources/. For new and continuing programs operated by higher education institutions that are applying for funding, applicants should describe their institution's efforts to support community service under FWS. Specifically include the percentage of the school's 2003-2004 FWS funds that were used for community service placements and the program's plans for further efforts in this area. This will be considered in determining whether to make an award to your institution.

National Service Collaborative Efforts
In many communities across Colorado there are several national service initiatives operating side by side. These include AmeriCorps*VISTA projects, RSVP programs, Senior Companions, Foster Grandparents, Learn and Serve Higher Education or K-12 programs, National Civilian Community Corps projects, AmeriCorps Promise Fellows, and other AmeriCorps programs funded through the Commission and the Corporation for National and Community Service. Additionally, the Governor's Commission on Community Service is involved in several other initiatives, including Colorado Mentoring, the Colorado Volunteer Center Network, Colorado Cares Day, and National Philanthropy Days in Colorado. All national service programs in Colorado are expected to engage in collaborative activities, both with other national service programs, as well as initiatives of the Commission as appropriate.

Federal Financial Management and Grant Administration Requirements
AmeriCorps requirements are set forth in the regulations and in this application. In addition to being thoroughly familiar with the regulations, applicants for funding through AmeriCorps should read these applications guidelines carefully, as well as the AmeriCorps Regulations published in the Federal Register (45 CFR Parts 2520 - 2550). These regulations are available through the public library or can be found at www.gpoaccess.gov/ecfr and www.americorps.gov/rulemaking . As with all federal grant programs, it is the responsibility of each AmeriCorps program to ensure appropriate stewardship of federal funds entrusted to them. Under the Corporation's regulations, all programs must maintain financial management systems that provide accurate, complete, and current disclosure of the financial results of the AmeriCorps program. To meet this requirement, programs must have adequate accounting practices and procedures, internal controls, audit trails, and cost allocation procedures. Recent revisions to the Single Audit Act and OMB Circular A-133

require all organizations to have financial audits if they annually expend $500,000 or more under federal awards. This requirement applies to the organization's total expenditures each fiscal year under all of its federal awards, not just an AmeriCorps grant.

As with all federal grant programs, all activities must be conducted, and facilities operated, in compliance with the applicable civil rights statutes and their implementing regulations. For civil rights purposes, all programs funded or receiving service members under the National and Community Service Act, as amended, are programs or activities receiving federal financial assistance.

By federal statute and regulation, a person, including members, service recipients, or program staff, may not, on the grounds of race, color, national origin, sex, age, political affiliation, disabilities (for otherwise qualified individuals with disabilities), or in most cases religion, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination, directly or through contractual arrangements, under any program or activities receiving federal financial assistance. By Corporation for National and Community Service policy, participation in the Corporation's programs and projects will be based on merit and equal opportunity for all, without regard to factors such as sexual orientation, marital or parental status, military service, or religious, community, or social affiliations, in addition to the statutory grounds.

III. AmeriCorps Member Information

The following pages outline program requirements regarding AmeriCorps members, including AmeriCorps Member Eligibility, Terms of Service, Recruitment and Selection, AmeriCorps Member Benefits, AmeriCorps Member Release, Grievance Procedures, and Prohibited Service Activities. This section should help potential applicants understand who AmeriCorps member can be, what they can do, and responsibilities of the programs in managing members.

Member Eligibility

An eligible member is an individual: who is a U.S. citizen, U.S. national, or lawful permanent resident alien of the United States; who is at least 17 years of age at the commencement of service (unless the member is out of school and enrolled in (a) a full-time, year-round youth corps program or full-time summer program as defined in the Act (42 U.S.C.§12572 (a) (2)), in which case he or she must be between the ages of 16 and 25, inclusive, or (b) in a program for economically disadvantaged youth as defined in the Act (42 U.S.C.§12572 (a) (9)), in which case he or she must be between the ages of 16 and 24, inclusive, or has a high school diploma or an equivalency certificate or agrees to obtain a high school diploma or its equivalent before using an education award and who has not dropped out of elementary or secondary school in order to enroll as an AmeriCorps member (unless enrolled in an institution of higher education on an ability to benefit basis and is considered eligible for funds under section 484 of the Higher Education Act of 1965, 20 U.S.C.§1091), or who has been determined through an independent assessment conducted by the program to be incapable of obtaining a high school diploma or its equivalent, provided that the Corporation for National and Community Service has waived the education attainment requirement for the individual).

Terms of Service

Programs may engage members on a full-time or part-time basis. Full-time members must serve at least 1700 hours during a period of not less than nine months and not more than one year. Half-time members must serve at least 900 hours during a period of one or two years as indicated in the approved budget. No member can serve less than 300 hours during a one-year period. Programs may propose at least 300 hours for minimum-time, at least 450 hours for quarter-time, and at least 675 hours for reduced half-time members based on program design. However, within a program, it is generally required that all reduced half-time, quarter-time, and minimum-time members serve the same number of hours. If any less than full-time program has a need for greater flexibility, the Corporation and the Commission will consider proposals for three different sets of hours within the same program.

Term Type	# of Hours
Full-time	At least 1700 hours
One Year Half-Time	At least 900 hours
Two Year Half-Time	At least 900 hours
Reduced Half-Time	At least 675 hours
Quarter-Time	At least 450 hours
Minimum-Time	At least 300 hours

Eligibility for Additional Terms: An individual may receive an education award only for the first and second terms of service in an approved AmeriCorps position. (Please note that an unsuccessful or incomplete term counts as a term of service for these purposes.) In addition, there are very strict limits on the use of federal funds to support an individual serving in a third, or subsequent, term. While members may, in some cases, serve more than one term, mere eligibility for an additional term of service does not, however, guarantee selection or placement. A member's eligibility for a subsequent term of service must be based on at least a mid-term and end-of term evaluation of the member's performance, that demonstrates but is not limited to: (1) completion of required number of hours; (2) satisfactory completion of assignments, tasks or projects; and (3) satisfactory performance criteria that were clearly communicated to the member both orally and in writing at the beginning of the term of service.

Recruitment and Selection

The Corporation has an on-line system to support grantees' efforts. In order to supplement grantees' recruiting efforts, and to make sure that the information in the nationwide system is comprehensive and of

maximum benefit to individuals who want to be AmeriCorps members, use of the recruitment system, found on the AmeriCorps website (www.americorps.gov), is mandatory for AmeriCorps programs. The National Recruitment System supplements local recruitment efforts with (1) individuals from different backgrounds and regions of the nation, (2) individuals that have special skills or training, and (3) individuals who desire to serve but live in areas where there are few or no national service programs. This system allows AmeriCorps programs to post information about their programs and their member assignments. All AmeriCorps programs will be responsible for having a comprehensive program profile on-line and will consider on-line applicants for their AmeriCorps positions. Programs may list multiple assignments as well as multiple geographic sites. Using their own criteria, programs may search for prospective members for their recruitment outreach efforts. Programs can e-mail prospective members and applicants to alert them to program information and updates, interview schedules, and other service opportunities. As part of the web-based recruitment system, prospective members may apply directly to participating AmeriCorps programs electronically, as well as search for programs based on their interests, eligibility, and geographic preference.

It is important to understand that national service members will be recruited and selected by the programs (not the Commission or the Corporation). Selection criteria will vary among different programs. However, programs must select members in a non-partisan, non-political, non-discriminatory manner. Programs are strongly encouraged to recruit members with disabilities to serve in their programs. Programs can establish minimum qualifications for members related to the service they will provide (such as education level or area expertise and interest). Programs must ensure that they do not displace any existing paid employees.

AmeriCorps Member Benefits
Living Allowances
Generally, all AmeriCorps programs must provide a living allowance as specified below. The living allowance is considered taxable for FICA and income tax. In Colorado, programs must pay into worker's compensation and unemployment for AmeriCorps members.

The allowance is between $10,900 and $21,800 per year for full-time members. The amount of the living allowance that may be paid using Corporation and other federal funds, however, may not exceed 85% of the minimum living allowance, which equates to approximately $9,265.

Programs are not required to provide a living allowance to half-time, reduced half-time, quarter-time, and minimum-time members. If a program chooses to provide a living allowance for half-time, reduced half-time, quarter-time, and minimum-time members, please use the following chart to help determine the allowance. As with the living allowance for full-time members, the amount that may be paid using Corporation funds may not exceed 85% of the prorated share of the minimum living allowance.

Term	Minimum # of Hours	MSY	Maximum Total Living Allowance CNCS will pay 85% of	Maximum CNCS Request 85%	Program Match 15% Minimum (Then add CO %)	Maximum Total Living Allowance
Full-Time	1700 hr.	1.000	$ 10,900	$ 9,265	$ 1,635	$ 21,800
			SAMPLE Living Allowances Part-time & Reduced Part-time Members			
One Year Part-Time	900 hour	0.500	$5,771	$ 4,905	$866	$ 11,540
Two Year Part-Time	900 hr. over two-years	0.250	$2,885 year/ $5,771 total	$2,453/year $4,905 total	$433 year/ $866 total	$ 11,540
Reduced Half-Time	675	0.375	$4,328	$ 3,679	$649	$ 8,655
Quarter-Time	450	0.250	$2,886	$ 2,453	$433	$ 5,770
Minimum Time	300	0.200	$1,924	$ 1,635	$289	$ 3,845

NOTE: Programs are not required to pay a set minimum to part-time or reduced part time members, but if a program chooses to pay a living allowance, the amount may be split 85%/15% up to the maximum CNCS share shown above.

Residential Program   If a member is serving in a program that provides room and board, the Corporation will consider on a case-by-case basis, allowing the portion of the living allowance that may be paid using Corporation and other federal funds to be between 85% and 100%.

Waiver or Reduction of Living Allowance   The Corporation for National and Community Service may, at its discretion, waive or reduce the living allowance requirements if a program can demonstrate to the satisfaction of the Corporation that such requirements are inconsistent with the objectives of the program, and that members will be able to meet the necessary and reasonable costs of living (including food, housing, and transportation) in the area in which the program is located.

Professional Corps   A professional corps program may recruit and place qualified AmeriCorps members in positions as teachers, nurses, doctors, police officers, lawyers, architects, engineers, or other professionals helping to meet critical needs in communities with inadequate numbers of such professionals. Public or private nonprofit employers must sponsor AmeriCorps members' salaries and benefits (excluding the AmeriCorps Education Award provided by the National Service Trust).   Such salaries may exceed the maximum living allowance allowed in other national service programs.

Education Award Only Programs   Funded through the AmeriCorps Education Award Only grant program are not required to offer a living allowance to AmeriCorps members. However, Education Award Only programs that do choose to offer a living allowance may do so with their own resources or with the set fixed award ($400 per member service year member for all program costs) or a combination thereof.

Child Care

AmeriCorps Operating Grant Programs must make child care available to any full-time eligible member who is eligible for and needs such assistance to participate. The Corporation will fund child care directly and will pay 100% of the allowance as defined by payment rates of the Child Care and Development Block Grant (CCDBG). The Corporation for National and Community Service will provide technical assistance to programs in determining member eligibility, provider eligibility and child care allowance. The Corporation for National and Community Service will also make payments to the child care providers directly. The grantee must provide an estimate of the number of members and the number of their children needing child care, and the Corporation for National and Community Service will arrange for direct payment to qualified child care providers.

Member eligibility for child care is based on need. The Corporation for National and Community Service defines need to be consistent with the Child Care and Development Block Grant Act of 1990, as follows: total family income of the member must be less than 75% of the State median income, or as defined by the State under CCDBG guidelines; and he member must reside with and be the parent or guardian of a child under the age of 13.

If members are accepted into a program and are receiving and continue to receive child care assistance from other sources such as a parent or guardian, they are ineligible for child care from the program. On the other hand, if members become ineligible for assistance because of their enrollment in the program, or the member certifies that he or she needs child care to participate in the program, child care must be provided.

The AmeriCorps Education Award Only Grant program does not require child care to be provided for members. However, it may be offered by the local program.

Health Care for Full-Time Members

AmeriCorps Operating Grant Programs must provide full-time members with a basic health insurance plan at the time of the members' acceptance into the program if the member is not otherwise covered by a health insurance policy that provides the minimum benefits below. If, as a result of participation, or if, during the term of service, a member loses coverage through no deliberate act of his or her own, such as parental or spousal job loss, the program must provide the member with a basic health insurance plan

that meets the minimum benefits below.   (Health care benefits are for AmeriCorps members only (spousal or dependent benefits cannot be covered using Corporation funds).

Programs may obtain health insurance for members through any provider, as long as the policy provides the minimum benefits and is not excessive in cost. The Corporation share of the budget allows for 85% of the cost of a policy that meets the requirements outlined below as long as the policy cost is not excessive.   The Corporation will not pay any share of the cost of a policy that does not include the minimum benefits. In general, health benefits for part-time members are not an allowable cost for the Corporation share of the budget unless those members serve full-time for a sustained period of time. For example, members may receive benefits when they serve in a summer program for thirty-five hours per week with other members who receive health benefits.

The following minimum benefits must be provided for:

Covered Services:	Physician services for illness or injury, hospital room and board, emergency room, x-ray and laboratory, prescription drugs.
Limited Coverage:	Mental/nervous disorders, substance abuse.
Annual Limits:	Deductible: Not more than $250 per individual.
	Member pays 20% co-pay or a comparable fixed fee.
Exception:	Mental and substance abuse may require a 50% co-payment.
Out-of-pocket:	Not more than $1,000 per individual.
Maximum Benefit:	At least $50,000 per occurrence or cause.

Programs electing to use current health plans that meet the minimum benefit requirements will be required at time of selection to provide specific information on the benefits and policy.

Below is a list of plans commonly offered to AmeriCorps programs nationwide. Contact the health care plan directly with any questions. The Governor's Commission on Community Service does not specifically endorse any plan.

- AmeriCorps Benefits Health Plans, 1-800-359-7475, www.americorpsbenefits.com
- National Association of Service and Conservation Corps Health Insurance Plan, 1-800-456-1415, www.nascc.org
- Strategic Resource Company (SRC), an Aetna Company, 1-800-800-8121, www.src-web.com

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AmeriCorps Education Awards
Most AmeriCorps members who successfully complete a term of service will receive education awards for each of up to two terms of service. The following chart shows the relationship between number of hours an AmeriCorps member serves and the education award the member received based upon successful completion of the term of service.

Term Type	# of Hours	Education Award
Full-time	At least 1700 hours	$4,725.00
One Year Half-Time	At least 900 hours	$2,362.50
Two Year Half-Time	At least 900 hours	$2,362.50
Reduced Half-Time	At least 675 hours	$1,800.00
Quarter-Time	At least 450 hours	$1,250.00
Minimum-Time	At least 300 hours	$1,000.00

The education award may be used up to seven years from completion of service to pay for any combination of: (1) the costs of attendance at a qualified institution of higher education; (2) the costs of approved school-to-work programs; or (3) the costs of repaying qualified student loans. The education award is considered taxable income for the year in which it is used. Members who do not successfully complete their term of service are not eligible to receive an education award.

Members who have outstanding qualified student loans may be eligible to receive forbearance on their payments while they serve, but they need to contact their loan holders to receive this benefit and submit the required forms to the National Service Trust. The Corporation for National and Community Service will make payments for interest that accrues during the period of forbearance upon successful completion of a member's term of service. Full-time members may receive full interest accrual payment to the loan holder and half-time members may receive a pro-rated interest accrual payment to the loan holder. The interest payments by the Corporation for National and Community Service are considered taxable income for the year in which the payments are made.

Reasonable Accommodation for Disabilities
Increasing the participation of people with disabilities in national and community service programs is a key interest of the Corporation. We encourage all AmeriCorps programs to actively reach out to and include people with disabilities. Programs and activities must be accessible to persons with disabilities, and programs must provide reasonable accommodation, including auxiliary aids and services, to known mental or physical disabilities of otherwise qualified members, service recipients, applicants, and program staff. All selection and project assignments must be made without regard to the need to provide reasonable accommodation. See the Americans with Disabilities Act of 1990 (42 U.S.C. 12111(9)) for information on accommodation and definition of a qualified individual with a disability (42 U.S.C. 12111 (8)). By far, the vast majority of accommodations are inexpensive. In most cases, programs are responsible for costs of accommodation. Only under extenuating circumstances can programs apply to the Governor's Commission for limited additional funds to provide reasonable accommodations for members serving in an AmeriCorps program.

AmeriCorps Member Release
Programs may release members for two reasons: (1) for compelling personal circumstances beyond the individual member's control, as determined by the program (with strict adherence to national guidance); or (2) for cause, as defined in the National and Community Service Act of 1990, as amended (42 U.S.C., 12593(c)) and in the Corporations regulations (45 C.F.R. Chapter XXV, Section 2522.230) and by following the terms outlined in the individual program's Member Contract. Programs must establish written guidelines, to be incorporated into the Member Contract, that explain the circumstances under which members will be released for cause. In addition to the circumstances mandated by law, programs may include in the guidelines their own reasons for releasing members for cause.

Grievance Procedures
Programs must establish a grievance procedure for members who believe that they have been wrongly released for cause, and for other grievances expressed by members or other interested parties. The procedures must include an opportunity for hearing and binding arbitration within the statutory deadlines. Additionally, programs are encouraged to establish an alternative dispute resolution procedure, such as mediation. A model grievance procedure designed by the Corporation is available for program use for successful applicants.

Prohibited Service Activities
While charging time to the AmeriCorps program, accumulating service or training hours, or otherwise engaged in activities associated with the AmeriCorps program or the Corporation for National and Community Service, staff and members may not engage in the following activities:
- Any effort to influence legislation;
- Organizing or participating in protests, petitions, boycotts, or strikes;
- Assisting, promoting, or deterring union organizing;

- Impairing existing contracts for services or collective bargaining agreements;
- Engaging in partisan political activities, or other activities designed to influence the outcome of an election to any public office;
- Participating in, or endorsing, events or activities which are likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation or elected officials;
- Engaging in religious instruction, conducting worship services, providing instruction as part of a program that includes mandatory religious education or worship, constructing or operating facilities devoted to religious instruction or worship, maintaining facilities primarily or inherently devoted to religious instruction or worship, or engaging in any form of religious proselytization;
- Providing a direct benefit to (1) a business organized for profit, (2) a labor union, (3) a partisan political organization, (4) an organization engaged in the religious activities described above, unless Corporation assistance is not used to support those religious activities, (5) a non profit organization that fails to comply with the restrictions contained in §501 (c) 3 of Title 26;
- Other activities as the Corporation determines will be prohibited, upon notice to the Grantee.

**Individuals may exercise their rights as private citizens and may participate in the above activities on their initiative, on non-AmeriCorps time, and using non-Corporation funds. The AmeriCorps logo should not be worn while doing so.

Fundraising: Members and staff can assist their AmeriCorps projects with fundraising efforts on a limited basis. Members may receive direct service credit hours for activities related to fundraising if those activities satisfy all six of the following: 1) Provides immediate and direct support to a specific, direct-service activity; 2) Falls within the program's approved direct service objectives; 3) Is not the primary activity of the program; 4) Does not involve, does not raise funds to pay for member stipend/costs, financial campaigns, endowment drives, solicitation of gifts and bequest, or similar activities designed for the sole purpose of raising capital or obtaining financial contributions for the organization; 5) Does not involve writing a grant to the Corporation for National and Community Service or any other federal funding source; and 6) Does not involve more than 10% of time for any member. Time spent on fundraising must be tracked and reported separately, as part of the overall 80% of direct service hours.